

Catawba County  
Department of Social Services  
**Outcomes 2004-2005**

# **Outcomes Directory 2004-2005**

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# ADMINISTRATIVE SUPPORT

## Mission:

Provide strategic financial and personnel management, technology, business analysis, communication, training, facilities management, and information to our customers: Social Services' employees, board members, officials, agencies and citizens of Catawba County.

## Vision:

To exceed the expectations of our customers by providing support services, stable and appropriate funding levels, maximization of revenues, and technology that increase efficiency and better provides for our customer's needs.

**Goal:** Social Services will operate with the highest standards of effectiveness and efficiency.

***Board Outcome:*** **Staff will increase their efficiency and effectiveness to the customer by 15% through the development and implementation of a minimum of 10 Best Practices by June 30, 2005.**

**Final:** Realized greater than 25% efficiency and effectiveness to the customer by implementing the following best practices, database revamping, and process reengineering:

- 1) Updated and revamped 4 in house databases which created 5 best practices
- 2) Created 13 reports that created a 100% more efficient manner to collect and report child welfare data
- 3) Created 2 maintenance tools which insure more accurate data across all databases

***Achieved***

**Goal:** Citizens will be knowledgeable of and satisfied with Social Services.

***Board Outcome:*** **To ensure prompt, efficient and courteous services are extended to customers, the agency will realize a 98% customer satisfaction rating on random sample surveys during FY 2004-2005**

**Final:** Realized 98% Customer Satisfaction on the random surveys administered by the business office staff during FY 2005/06.

***Achieved***

# **FAMILY AND CHILD SERVICES**

## **Child Protective Services / Family Preservations**

### **Mission:**

Ensure safe, permanent, nurturing families for children in Catawba County.

### **Vision:**

Every child in Catawba County will have a permanent sense of belonging in a family that is nurturing, provides for the child's physical, emotional, and educational needs and instills hope for the future.

**Goal:** Vulnerable children are in safe, nurturing, financially stable environments.

**Board Outcome:** Repeat child maltreatment will be prevented from recurring within six months in 90% (3% improvement) of families (approx. 1228 of 1360) involving abuse or neglect, as measured on the Family and Children's Service Review.

**Final:** 1686 of 1712 (98%) families involved in CPS investigative assessments experienced no child maltreatment in the 6 months prior to CPS involvement.  
*Achieved*

**Board Outcome:** Maintain the rate of 90% of the neglected children involved in Child Protective Services for more than 3 months (approx. 1100) remaining with parents or other relatives.

**Final:** 937 of 972 (96%) of neglected children involved with child protective services for more than 3 months remained with parents or relatives.  
*Achieved*

## **Prevention**

### **Mission:**

To promote self-sufficiency for families in Catawba County through education and the prevention of teen pregnancy, family violence, and academic underachievement.

### **Vision:**

Children in Catawba County will be in safe and nurturing environments allowing them to meet their full potential in their homes, schools, and communities.

**Goal:** Vulnerable children are in safe, nurturing, financially stable environments.

**Board Outcome:** 98% (approx. 363 of 370) of Teen Up/Upward Connection participants (high risk youth ages 9-17) will not become or cause a pregnancy during fiscal year 2004-2005 and not exceed the state rate for the same age groups in Catawba County's general population.

**Final:** 375 of 377 (99%) Teen Up/Upward Connection students enrolled this year did not become or cause a pregnancy. Less than the state rate of 59.5 per 1000 teen females in our county's general population of youths ages 15-19, and less than 1 per thousand of females ages 10-14.  
*Achieved*

## Permanency Planning

### Mission:

To ensure safe, permanent, nurturing families for children.

### Vision:

Each child in Catawba County shall achieve a permanent sense of belonging to a family that gives security, good health, adequate nutrition, a safe environment, a quality education and hope for the future.

**Goal:** Vulnerable children are in safe, nurturing, financially stable environments.

### Foster Care

***Board Outcome:*** Increase from 60% to 65% the number of children over the age of 12 who entered social services custody after July 1, 2003 who will be placed in the living arrangement identified in their court approved permanent placement plan within 12 months of coming in care. (Approx. 22 of 37 will be placed.)

***Final:*** 16 of 22 (73%) children who entered care during FY2004-5 were placed in their court approved permanent placement within 12 months of coming into care.  
*Achieved*

### Family Builders of Catawba Valley

***Board Outcome:*** 90% of children (approx. 59 of 66) newly identified for adoption between July 1, 2003 and June 30, 2004, will have an identified adoptive placement within 12 months as compared to the statewide standard of twenty-four months.

***Final:*** 54 of 57 (94%) newly identified for adoption between July 1, 2003 and June 30, 2004 had an identified adoptive placement within 12 months of referral.  
*Achieved*

### Residential Services

#### All Residential Services

***Board Outcome:*** 86% of youths (20 of 23) served in the group homes will experience a 75% improvement (a 50% increase from 2003-04) in the appropriate behaviors present at admission as measured by Bond Level Achievement during their placement.

***Final:*** 46 of 53 (87%) youths served in the group homes experienced a 75% improvement (a 50% increase from 2003-04) in the inappropriate behaviors present at admission as measured by Bond Level Achievement during their placement.  
*Achieved*

### Corner Houses I & II

***Board Outcome:*** 83% (10 of 12) of youths served by Corner Houses I & II and who successfully graduated from the program will remain in the community and avoid commitment to training school while in residence and 12 months thereafter.

***Final:*** 15 of 15 (100%) youths served by Corner Houses I & II and who successfully graduated from the program remained in the community and avoided commitment to training school while in residence and 12 months thereafter.  
*Achieved*

## **Family N.E.T (Nurturing, Educational and Treatment Services)**

### **Mission:**

Family N.E.T. of Catawba County provides a comprehensive network of nurturing, educational and treatment services to enhance the emotional, behavioral and interpersonal functioning of children, youth and their families in Catawba County.

### **Vision:**

Children and families in Catawba County will achieve emotional, behavioral and interpersonal well-being.

**Goal:** Children and families will have access to nurturing, education, support and treatment services to maximize family functioning.

***Board Outcome:*** 20 of 26 (80%) direct care staff employed more than 6 months will achieve 85% of agency's productivity rate, which captures efficiency, available revenues and timely service to customers.

***Final:*** 18 of 22 (82%) clinicians employed for more than 6 months achieved at least 85% productivity.

*Achieved*

### **Adolescents and Children in Treatment (ACT)**

### **Mission:**

The ACT Program assists families and children (age 5-11) in learning appropriate behavior skills in order to succeed in a regular school setting.

### **Vision:**

All children in Catawba County will be successful in a regular school setting.

**Goal:** Children and families will have access to nurturing, education, support and treatment services to maximize family functioning.

***Board Outcome:*** 16 of 20 (80%) students completing the ACT Program will show improvement on the Connor's Scale in at least 2 of the 4 categories as scored at admission and at discharge as measured by a drop in t-score by 5 points.

***Final:*** 18 of 18 (100%) students completing the ACT Program showed improvement on the Connor's Scale in at least 2 of the 4 categories as scored at admission and at discharge as measured by a drop in t-score by 5 points.

*Achieved*

### **Early Childhood Support/Development Team (ECST)**

### **Mission:**

Provides support services to children ages 0-5, their families, and childcare providers so that all children can be ready to enter kindergarten.

### **Vision:**

All children ages 0-5 in Catawba County will be safe, healthy, and ready to learn in kindergarten.

**Goal:** Children and families will have access to nurturing, education, support and treatment services to maximize family functioning.

***Board Outcome:*** 48 of 60 (80%) children who receive services from the Clinical Specialists, will demonstrate appropriate social and behavioral adjustment as measured by the Devereaux Early Childhood Assessment.

***Final:*** 24 of 29 (83%) children demonstrated appropriate social and behavioral adjustment as measured by the Devereaux Early Childhood assessment scale.

*Achieved*

***Board Outcome:*** 57 of 63 (90%) licensed childcare programs that receive services from the Education Specialists, will maintain or achieve higher star status (quality ranking based on compliance history, staff education and program standards for children).

**Final:**

58 of 59 (98%) licensed childcare programs maintained or achieved higher star status during 2004/2005.

*Achieved*

**Children's Services**

**Mission:**

Enhance the emotional, behavioral and interpersonal functioning of children and their families in Catawba County.

**Vision:**

Catawba County children and families will be more effective at home, school, the work place, and/or in community settings.

**Goal:** Children and families will have access to nurturing, education, support and treatment services to maximize family functioning.

**Out-Patient Children's Services**

**Board Outcome:** 80% of children (approximately 640 out of 800) receiving at least 3 sessions of outpatient therapy will show a 10% improvement as measured by the Global Assessment of Functioning Scale (GAF).

**Final:**

286 of 309 (92%) children receiving at least 3 sessions of outpatient therapy demonstrated a combined 21% improvement in functioning as measured by the Global Assessment of Functioning Scale (GAF).

*Achieved*

**DHR**

**Board Outcome:** 85% of students receiving Department of Human Resources social work services for two or more grading periods will demonstrate a year's academic growth based upon eligibility for promotion to the next grade level. (8% increase in promotion when compared to similar children not receiving the social work service.)

**Final:**

95 of 97 (98%) students who received DHR services for at least 9 weeks, will be promoted.

*Achieved*

**Adolescent Services**

**Mission:**

Enhance the emotional, behavioral and interpersonal functioning of youth and their families in Catawba County

**Vision:**

Catawba County at-risk youth and families will be productive, law-abiding and substance-free at home, school, the work place, and in the community.

**Goal:** Children and families will have access to nurturing, education, support and treatment services to maximize family functioning.

**Out Patient Adolescent**

**Board Outcome:** 70% of court involved youth (approx. 60 of 85) who receive out-patient mental health (individual, family and/or group therapy) services for at least 3 sessions beyond the initial evaluation will have no new court petitions while in the treatment program.

**Final:**

53 of 61 (87%) court involved youth who received out patient mental health services for at least 3 sessions had no new court petitions while in the program.

*Achieved*

## *Family Services*

### **Mission:**

Enhance the emotional, behavioral and interpersonal functioning of youth and their families in Catawba County

### **Vision:**

Catawba County women and families will be nurturing, productive and substance-free at home, at school, the work place, and/or within the community.

**Goal:** Children and families will have access to nurturing, education, support and treatment services to maximize family functioning.

### *Women's Substance Abuse*

***Board Outcome:*** 80% of active substance abuse clients (approximately 96 out of 120) will have no new legal violations within three months of beginning active treatment services as indicated by court records and self report.

***Final:*** 129 of 132 (98%) active substance abuse clients have had no new legal violations within three months of beginning active treatment services as indicated by court records and self report.

*Achieved*

### *Family Preservation*

***Board Outcome:*** Cause 92% of families (projected 36 of 38) - (need is 60 children) completing Family Preservation Services during FY 2004-2005 to show improvement as measured by the North Carolina Family Assessment Scale in three of the five areas of the scale: environment, parental capabilities, family interactions, family safety, and child well-being.

***Final:*** 30 of 31 (97%) families completing Family Preservation Services during FY 2004-2005 showed improvement as measured by the North Carolina Family Assessment Scale in three of the five areas of the scale: environment, parental capabilities, family interactions, family safety, and child well-being.

*Achieved*



# **WORK FIRST**

## **Mission:**

To enable Work First recipients and applicants to become and remain self-sufficient by linking them with resources and skills, and to allow them to take responsibility for themselves and their families.

## **Vision:**

All Catawba County families will demonstrate personal responsibility and will have the resources needed to meet their basic needs food, clothing, shelter, and medical care.

**Goal:** Citizens will become or remain economically independent.

### ***Board Outcome:***

**Increase from 90% to 92% the number of citizens who leave Work First due to employment remaining off assistance for one year.**

### **Final:**

96% of participants who left Work First for employment were not on assistance one year later.

***Achieved***

# ADULT SERVICES

## Intake / Adult Services

### Mission:

To assist individuals in reaching and/or maintaining their maximum level of independence through an efficient and effective health care system, coordinating in-home and facility based services and monitoring these services assuring appropriateness and quality.

### Vision:

Catawba County senior and disabled citizens will live safely in an appropriate home environment as long as possible and will receive appropriate facility care as needed.

**Goal:** Frail elderly and disabled are safe and have opportunities to remain in their home.

***Board Outcome:*** Protect 100% of abused, neglected, or exploited individuals (projection 85, which is a 5% increase) during FY 2004-05.

***Final:*** Protected 100% of abused, neglected or exploited individuals (99 screened in) during FY 2004-05. Outcome exceeded.

*Achieved*

## Adult Assistance

### Mission:

To assist individuals in reaching and/or maintaining their maximum level of independence through an efficient and effective health care system, coordinating in-home and facility based services and monitoring these services assuring appropriateness and quality.

### Vision:

Catawba County senior and disabled citizens will live safely in an appropriate home environment as long as possible and will receive appropriate facility care as needed.

**Goal:** Frail elderly and disabled are safe and have opportunities to remain in their home.

***Board Outcome:*** Increase the number of Medicaid eligible elderly or disabled Catawba County citizens certified for Medicaid coverage by 5% (from 5010 to 5261 by June 30, 2005) in order to allow them the resources to access medical care.

***Final:*** Medicaid eligible elderly or disabled Catawba County citizens increase to 5385.

*Achieved*

## Transportation Services

### Mission:

To assist individuals in reaching and/or maintaining their maximum level of independence through an efficient and effective health care system, coordinating in-home and facility based services and monitoring these services assuring appropriateness and quality.

### Vision:

Catawba County senior and disabled citizens will live safely in an appropriate home environment as long as possible and will receive appropriate facility care as needed.

**Goal:** Frail elderly and disabled are safe and have opportunities to remain in their home.

***Board Outcome:*** Transportation will not be a barrier to accessing medical attention for 12,000 Medicaid eligible Catawba County citizens (increase of 9% from 11,000).

***Final:*** Transportation provided to 13772 eligible Catawba County citizens accessing medical care.

*Achieved*

## **Nutrition Services**

### **Mission:**

To assist individuals in reaching and/or maintaining their maximum

### **Vision:**

Catawba County senior and disabled citizens will live safely in an appropriate home environment as long as possible and will receive appropriate facility care as needed.

**Goal:** Frail elderly and disabled are safe and have opportunities to remain in their home.

***Board Outcome:*** 90% of the 1064 persons/families receiving nutrition services (7% increase from 991) will experience reduced isolation and loneliness and avoid premature institutionalization by June 30, 2005.

***Final:*** 1386 of 1393 (99.5%) persons receiving nutrition services stated they have experienced reduced isolation and loneliness and have avoided premature Institutionalization.  
*Achieved*

## **General Assistance**

### **Mission:**

Prevent dependency on public assistance by providing short-term crisis assistance to the eligible needy.

### **Vision:**

Citizens of Catawba County will have access to help during a crisis from a well-coordinated public/private effort.

**Goal:** Citizens will become or remain economically independent.

***Board Outcome:*** Assist 2500 persons/families (4% increase) needing emergency assistance meeting basic necessities (food, rent, utilities, shelter, medical needs) without duplication and in collaboration with County Crisis Assistance Providers (Eastern Catawba County Cooperative Christian Ministry, Greater Hickory Cooperative Christian Ministries and Salvation Army).

***Final:*** Assisted 4,371 persons/families needing emergency assistance meeting basic necessities (food, rent, utilities, shelter, medical needs) without duplication and in collaboration with County Crisis Assistance Providers (Eastern Catawba County Cooperative Christian Ministry, Greater Hickory Cooperative Christian Ministries and Salvation Army).  
*Achieved*

# **FAMILY SUPPORT**

## **Family Medicaid / Health Choice**

### **Mission:**

To assist families and children in obtaining access to medical services by quickly and accurately determining their eligibility for Medicaid / NC Health Choice for Children and providing information to citizens to help them obtain medical care.

### **Vision:**

All Catawba County families will have access to medical and dental services for their members.

**Goal:** Social Services will operate with the highest standards of effectiveness and efficiency.

**Board Outcome:** To increase the percentage of Catawba County's projected Medicaid / Health Choice eligible children served from 83% to 86% (9800 to 9963 of 11,586 uninsured) by June 2005 in order to provide the means with which they may access medical attention.  
The number of uninsured Catawba County children has increased to 11,937. To get 86% of those, we will need to reach 10,266 kids.

**Final:** 10,364 of 11,937 (87%) uninsured children have been served.

*Achieved*

## **Food Stamps / Program Integrity**

### **Mission:**

To supplement the food purchasing power of low-income families by promptly, courteously and accurately providing food stamp benefits and educating and/or connecting them to other available resources.

### **Vision:**

All Catawba County families will have the resources necessary to meet their basic nutritional needs.

**Goal:** Social Services will operate with the highest standards of effectiveness and efficiency.

**Board Outcome:** To increase the percentage of Catawba County's projected Food Stamp eligible persons served from 66% to 70%, or from 12,400 to 13,041 of the 18,630 eligible citizens by June 2005.

**Final:** Increased eligible persons being served to 13,507 or (72.5%).

*Achieved*

## **Child Support**

### **Mission:**

To ensure that Non-Custodial parents acknowledge and accept financial responsibility for the payment of regular child support payments for their children.

### **Vision:**

Child Support for every child in Catawba County.

**Goal:** Vulnerable children are in safe, nurturing, financially stable environments.

**Board Outcome:** To cause children to benefit from the support of their financially responsible parents, the Child Support Unit will increase the collection rate of child support payments from 65% to 70% by June 30, 2005 (that rate is 12.9% greater than it is statewide.)

**Final:** Realized a collection rate of 70.8% during FY 2004-5.

*Achieved*

## Public Assistance

### Mission:

To provide public assistance to eligible Catawba County citizens to help with assisted living, needs of the blind, and medical attention as required by State and Federal laws and regulations.

### Vision:

All Catawba County families will demonstrate personal responsibility and will have the resources needed to meet their basic needs – food, clothing, shelter, medical and child care.

**Goal:** Vulnerable children are in safe, nurturing, financially stable environments.

### ***Board Outcome:***

**Avoid in excess of \$875,000 Medicaid (\$827,000 federal and state; \$48,000 county share) by keeping senior and disabled citizens in their own homes with the provision of Community Alternatives Program services in lieu of nursing home placement.**

### **Final:**

Avoided in excess of \$1,424,989.67 Medicaid expenditures (\$1,346,747.74 federal and state; \$78,231.93 county share) by keeping senior and disabled citizens in their own homes with the provision of Community Alternatives Program services in lieu of nursing home placement.

***Achieved***

# CHILDREN'S PURCHASE OF SERVICES

## Day Care

### Mission:

To ensure safe, quality, accessible and affordable child care for children in Catawba County, supporting the independence of families by enabling responsible adults to secure and maintain employment and meet the basic needs of their children.

### Vision:

All families will have the understanding of quality child care and have resources available to select the most appropriate childcare arrangement for their future. Adult members of the family will go to work each day knowing that their children are in a safe, nurturing, quality environment where they can learn and grow.

**Goal:** Vulnerable children are in safe, nurturing, financially stable environments.

### ***Board Outcome:***

To cause 3400 (decreased from 3500 due to reduced state funding) eligible Catawba County children to be assisted with day care scholarships to support the employment of their parents during FY 2004-05. (Conditioned on the availability of state and federal money.)

### **Final:**

3444 unduplicated children were assisted with day care scholarships to support the employment of their parents through FY 2004-5.

*Achieved*